

# **Defense Travel System**

## **Phase III**

### **Business Processes Analysis Guide**



**Version 2.0**

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## Document Approval Page

The following organizations have approved this document as evidenced by signature and date contained herein.\*

Signature \_\_\_\_\_ Date: \_\_\_\_\_  
Colonel Brandy Johnson, Program Director, PMO-DTS

Signature \_\_\_\_\_ Date: \_\_\_\_\_  
LTC R.M. Asher, Transformation, Deployment and Operations Division,  
PMO-DTS

**\*Note: Original signatures are on file at the PMO-DTS.**

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## 1 INTRODUCTION

This guide was developed to assist Department of Defense (DoD) Services and Agencies in preparation, planning, and delivery of Business Process Analysis support during the implementation of the Defense Travel System (DTS). This document provides assistance in Business Process (BP) preparation for capturing and analyzing the existing transportation and financial “as is” travel processes and for developing the new “to be” processes to support travelers utilizing DTS. This document supports the DTS Concept of Operations (CONOPS).

### 1.1 Terms and Abbreviations

The following terms and abbreviations are used in this document.

<b>ATM</b>	Automatic Teller Machine
<b>BP</b>	Business Processes
<b>CBA</b>	Centrally Billed Account
<b>CONOP</b>	Concept of Operations
<b>CTO</b>	Commercial Travel Office
<b>DFAS</b>	Defense Finance Accounting Service
<b>DoD</b>	Department of Defense
<b>DTA</b>	Defense Travel Administration
<b>DTS</b>	Defense Travel System
<b>GDS</b>	Global Distribution System
<b>GPRA</b>	Government Performance and Results Act
<b>GTR</b>	Government Travel Request
<b>IBA</b>	Individual Billed Account
<b>IPT</b>	Integrated Process Team
<b>JFTR</b>	Joint Federal Travel Regulations
<b>LCPM</b>	Life Cycle Performance Measurement
<b>LDTA</b>	Lead Defense Travel Administrator
<b>PMO-DTS</b>	Program Management Office-Defense Travel System
<b>PMO-LAN</b>	Program Management Office Local Area Network
<b>POC</b>	Point of Contact
<b>SSQ</b>	Site Survey Questionnaire
<b>TDY</b>	Temporary Duty
<b>PNR</b>	Passenger Name Record

## 1.2 Reference Documentation

- DTS Deployment Plan
  - **Phase II Deployment Plan** located at:  
[http://www.dtstravelcenter.dod.mil/secs/Document\\_Library.cfm](http://www.dtstravelcenter.dod.mil/secs/Document_Library.cfm)
  - **Phase III Deployment Plan** located at:  
[http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm)
- **DTS Labor Relations Guide**
  - DTS Labor Relations Guide located at:  
[http://www.dtstravelcenter.dod.mil/secs/Document\\_Library.cfm](http://www.dtstravelcenter.dod.mil/secs/Document_Library.cfm)

## 2 BACKGROUND

The 0-6 Service and Agency Representatives are responsible for supporting the business processes of Phase III fielding site locations. BP teams should consist of a DTS BP lead, a BP facilitator with passenger transportation experience and functional participants with DoD Financial Policy background. A workflow analyst/modeler is recommended to document workflow captured during the BP session. Organized BP teams are used to conduct business process analysis in support of the DTS fielding effort. Example workflow models of the travel process for Services and Agencies as well as business rules documentation is available to assist in preparing to conduct business process analysis. These documents should be used as reference only. For further assistance in planning a business process analysis session contact your 0-6 Service/Agency representative.

### 2.1 Benefits to a Site

The following represents the various benefits derived by conducting an organized Business Process Analysis to support a DTS implementation:

- Identify where economies in the current overall travel/payment process can be achieved.
- Facilitate definition of roles/responsibilities.
- Identify non-value added steps in the current travel process.
- Provide an organized team approach for implementing change management that assists the site in the transition from their current travel processes to future travel processes once DTS is deployed.
- Provide the site with a review of DoD-level Business Rules Guide ([http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm)) for use in developing their travel business rules.
- Identify redundancies of personnel and manpower efforts.
- Ensure common consensus, process validation, and organizational buy-in.
- Establish a baseline for building a new “to be” DTS travel model.

### **3 APPROACH**

The recommended approach to use in DTS business process analysis efforts utilizes both consensus gathering and specific functional business process analysis derived from DoD Service and Agency travel process expertise. This approach requires involvement by those knowledgeable in the current functional travel process from the Services and Agencies. The DTS approach described in this Business Processes Analysis Guide adheres to the DTS CONOPS (sections 4 PRE-SITE PREPARATION, 5 ON-SITE PREPARATION, and 6 POST TRIP PROCESS), which provides Services and Agencies with detailed descriptions of the components needed to plan and successfully execute business process analysis in support of the DTS Implementation.

#### **3.1 Participants Roles and Responsibilities**

Each DTS Business Process Analysis team will need to be comprised of individuals with various skill sets. Some BP team members may have numerous roles. The following role descriptions are only a guideline of the type of personnel expertise recommended. It is the responsibility of the DTS BP Lead to determine the appropriate personnel required to conduct a DTS Business Process Analysis workshop. For further assistance determining personnel requirements please contact your 0-6 Service/Agency Representative.

##### **3.1.1 Business Process Lead**

The DTS Business Process Lead will be responsible for making the BP session a success. This individual may also serve as a facilitator or functional travel expert. The BP Lead will ensure the site is prepared for the BP session and that the appropriate functional travel personnel are involved. The BP lead should be well versed in the interpretation of DoD travel and finance policy/guidelines, as well as have a strong understanding of the requirements for implementing DTS. It should be noted that the primary mission of the analyst is to remain bi-partisan during the BP group discussions, ensuring all participants have equal input during the BP session. 0-6 Service/Agency Representatives should provide personnel for Phase III sites.

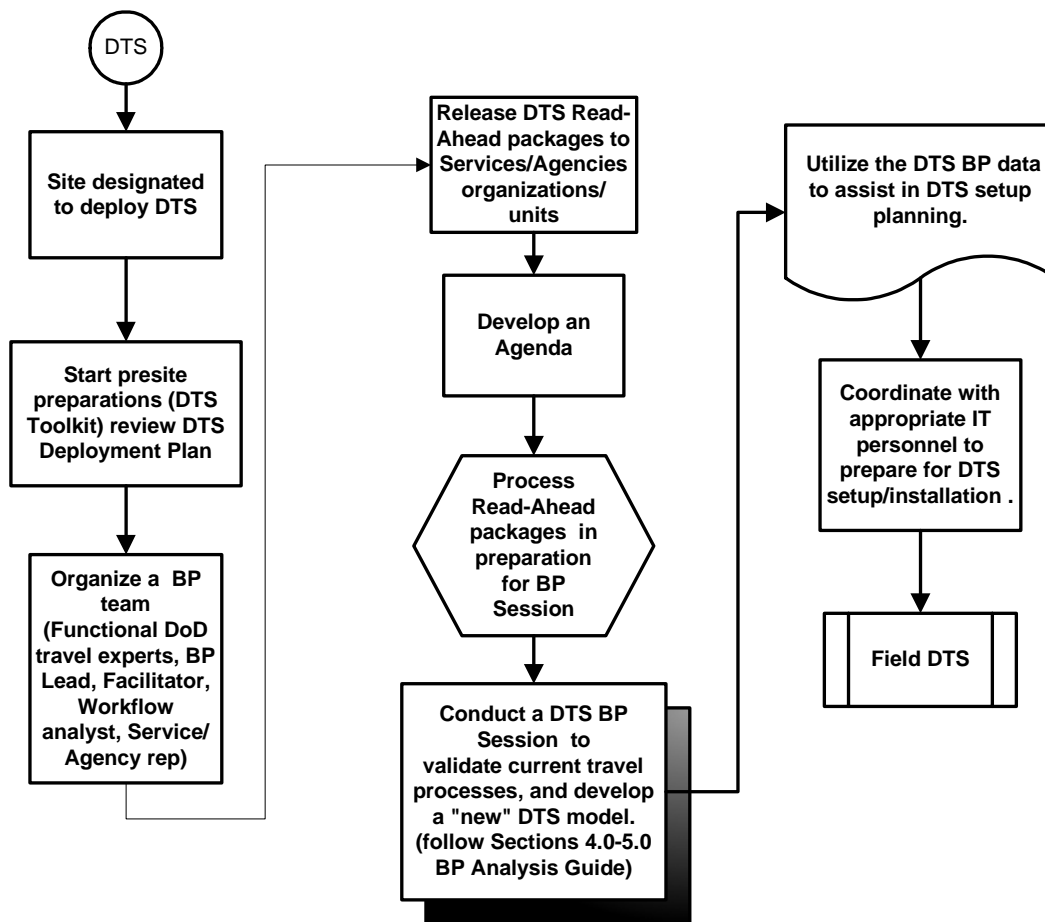
##### **3.1.2 Site Participants (DoD Travel Process Functional Experts)**

The participants comprise the majority of the BP team and should include relevant personnel from the site's offices currently managing travel-related activities. These include areas such as the Travel/Transportation Office, Budget Office, Supervisors, Resource Management Office, It Representatives, Accounting and Finance Offices, etc. In general, these are individuals who are responsible for processing travel or travel related activities on a day-to-day basis for the command or site. The local labor relations representative is encouraged to attend (it's the local labor relations representatives' job to be aware of any job description changes, impacts on the workplace or responsibility changes that may occur due to the implementation of DTS). In addition, local CTO personnel should be invited to attend particularly if CTO contracts will be impacted by the implementation of DTS.



### 3.2 Overview Process

Each DTS Business Process workshop may require some modifications to the approach referenced in this DTS Business Process Analysis Guide. This guide is designed to provide a comprehensive description of the events and activities recommended for conducting a BP Analysis workshop in support of your DTS Implementation. Due to unique circumstances or resource requirements for each Service's or Agency's DTS Implementation schedule, it may be necessary to alter this approach to meet specific Service's and Agency's DTS deployment needs. The following flowchart Figure 1 is a high-level approach as to what is contained in this guide.



**Figure 1. Overview Process**

## 4 PRE-BUSINESS PROCESS SESSION ACTIVITIES

Business process analysis planning requires early communication with the appropriate 0-6 Service/Agency Representative, travel and transportation personnel, and the sites LDTA. This section describes the components and steps necessary for conducting pre-

BP session preparations by the site.

Several tools are provided in the Appendixes to this Guide, which will aid in the preparation and facilitation of a successful BP session. The Business Process Matrix (Appendix A), the Sample Business Process Narrative (Appendix B) and the Sample Business Process Session Agenda (Appendix C) should be reviewed and completed at least two weeks prior to the BP session. More detail about each Appendix document is contained below:

#### **4.1 Business Rules Matrix**

The Business Rules Matrix (Appendix A) is used to help identify items the site will need to address in developing their local business rules, which is one of the objectives of the BP session. The Business Rules Matrix identifies processes that the site may or may not participate in, such as Patriot Express flights, funeral details, invitational travel orders, etc. More importantly, it helps the site to understand their processes ahead of time so that they are ready to participate in the discussions from an informed viewpoint during the BP session.

#### **4.2 Business Process Travel Narrative**

The Sample Business Process Travel Narratives (Appendix B) are designed to guide the site through the necessary steps in providing the BP analysis team with an accurate description of the current travel process. The site will need to provide, at a minimum, narratives for travel orders, travel vouchers and local travel voucher processes. The site may need to provide separate travel process narrative descriptions for each organization if they have unique or differing travel processes. The site should, however, identify organizations that have similar travel processes and group them together accordingly. The BP analysis team will use this information as a baseline to prepare the “as is” process mapping for the site.

When drafting your travel narratives it may help to keep in mind the following to aid in your descriptions of the processes covered:

**WHO** = who is doing the action (i.e. typing up DD1610 orders; signing in block 18; etc).

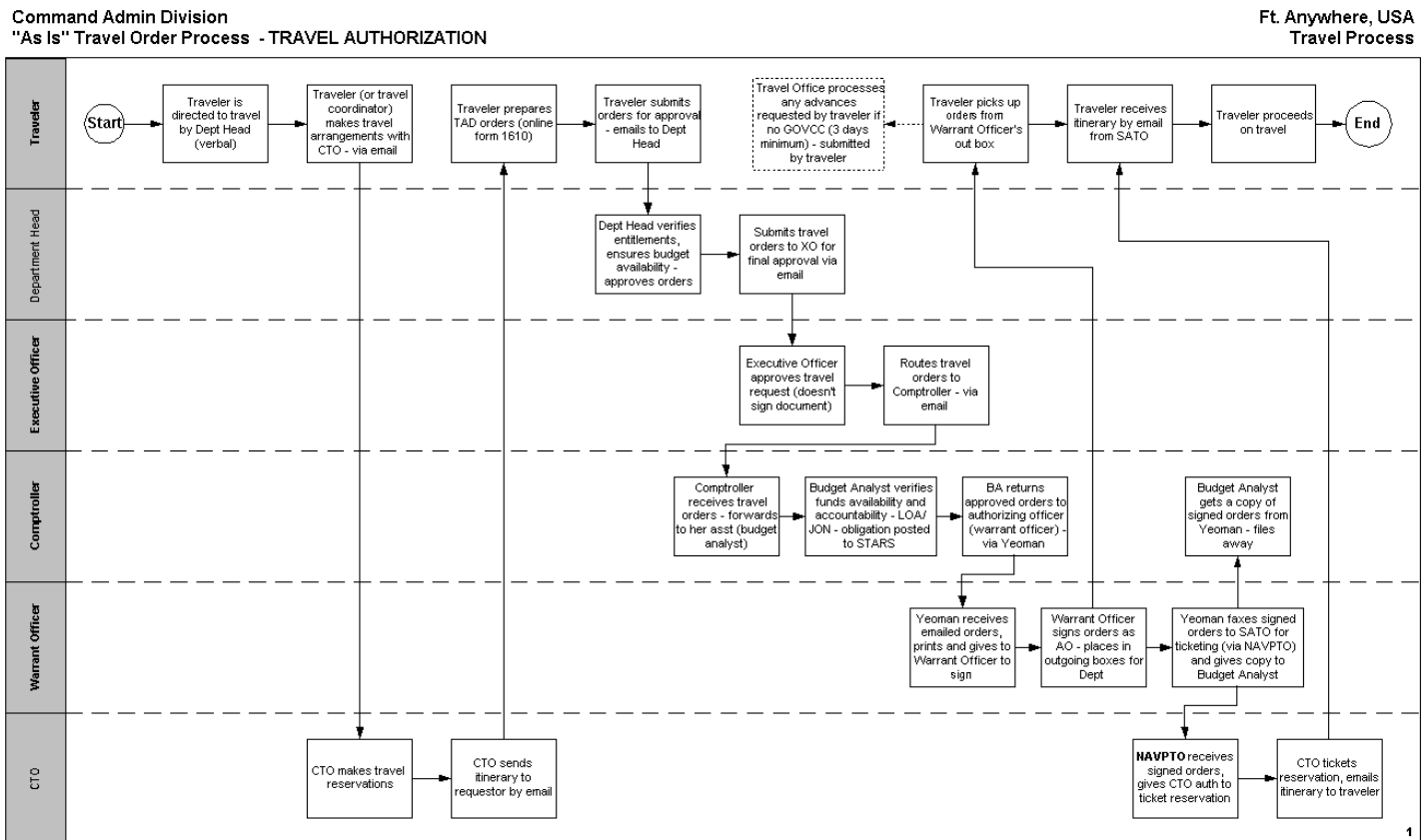
**WHAT** = what is the action being performed (i.e. traveler fills out DD1610; admin calls CTO to make travel arrangements; supervisor signs in authorization field; DD1610 gets routed to finance for review and LOA approval; etc).

**WHERE** = where is the document or action going to...who has the next step in the process.

**HOW** = how a document is routed, via fax, hand carried, mailed, etc.

It is crucial to the success of the BP session that the BP lead coordinates the completion and submission of these materials at least two weeks prior to the BP session. Prior to the

BP session, the BP analyst will map out into a flow chart format each organization's process narratives for use as a discussion point in the session. During the BP session a workflow as shown in Figure 2 will be shown for process flow review and validation with the BP participants. Updates or modifications will be made during the BP session. Once this "as is" process flow has been validated and accepted, the BP participants will use this as a reference for building the new DTS "to be" model.



**Figure 2. Sample As Is Process Flow**

### 4.3 Business Process Session Agenda

The BP Session Agenda (Appendix C) is the tool used during BP sessions for scheduling and establishing the scope of the BP visit. The use of an agenda allows the BP facilitator to properly gauge the time requirements of BP functional participants involved in the BP session. Additionally, it affords the site being visited with appropriate advanced notice to align their resources for optimal functional coverage. The BP Lead will be the approval contact for finalizing the agenda.

In case a site has a complex organizational structure, it may be necessary for the BP lead to align resources in a prioritized fashion. This provides sites with more organizations the assistance needed to complete their BP analysis during the scheduled session.

#### **4.4 Facilities**

The BP lead will coordinate with the site LDTA to reserve an area or facility that can be used to conduct the BP session. The facilities should be able to accommodate a group of 20-25 people and allow for projection from a laptop computer onto a display screen.

The DTS BP lead will need to provide a standard PC/laptop and projector, an AC power source, an open area to project from, and sufficient software to capture the business process workflow.

*Helpful Hint: It is recommended each BP team conduct a dry run with the equipment prior to the actual meeting. This provides an opportunity to practice your delivery and verify all equipment or software used to support the BP session is operational prior to the arrival of the BP participants.*

### **5 ONSITE ACTIVITIES**

It is essential for the Service or Agency location that the DTS BP lead manages and coordinates all fielding preparation activities. DTS BP sessions provide the best value if conducted after site DTA personnel have received DTS background briefings and the LDTA has received some form of DTA training. The DTS BP lead needs to verify if these DTS implementation milestones have been completed by the site prior to conducting the DTS BP session. For more information regarding training or implementation assistance contact your Service/Agency Representative.

#### **5.1 Demonstration of DTS (optional)**

After an initial introduction and a Service or Agency overview of what is expected from the BP session, the BP lead will perform a basic demonstration of the system. The system demonstration will focus on user functionality and the subsequent routing and review of documents created in DTS.

##### **5.1.1 User Functionality**

The BP lead will walk participants through the process of creating an authorization and a voucher from authorization within DTS. The demonstration should mirror the capability that will be available to the site when DTS becomes operational. This presentation is designed to provide participants an overview of how authorizations and vouchers will be processed within DTS.

#### **5.2 Business Rules Overview**

The BP Lead will provide to the attendees an overview of the DoD Business Rules. This overview will describe the general rules established by DoD for performing specific functions within DTS. The Service or Agency representative will also provide an

overview of any Service or Agency specific business rules, outlining any specific policies from the Service or Agency. These overviews will provide the site a frame of reference for the development of Site Business Rules.

### **5.2.1 Matrix Items**

The BP Lead, Analyst and site personnel attending the BP session should use the Business Rules Matrix to aid in drafting and completing a comprehensive set of Local Business Rules. The Business Rules Matrix is designed as a guide for the types of travel processes the site may or may not want to include in their Local Business Rules document based on their own traveler's needs and types of travel handled.

### **5.2.2 Help Desk Procedures**

An important process that should be in the Local Business Rules document is local Help Desk processes and procedures. These procedures will let the user know how to address any problems that may arise while working within DTS. The DTS Help Desk process is a three-tiered process. The first tier is the documentation provided to the traveler and other users of DTS found on the DTS website. If the user cannot resolve their problem at this level, they will raise the issue to the Tier 2 Help Desk, which is located at the site implementing DTS. The Tier 2 Help Desk will consist of personnel that have expertise in DTS, Travel, Budget and Finance and their related systems. How each location handles the Tier 2 Help Desk organization is up to their discretion. If the Tier 2 Help Desk cannot resolve the issue, the site's authorized caller (typically the LDTA and ODTA's) will contact the Tier 3 Help Desk located at Northrop Grumman Mission Systems. The Tier 3 Help Desk will work with the appropriate personnel and agencies to resolve the issue and provide the answer to the authorized caller.

## **5.3 Labor Relations Briefing**

During the scheduled time of the BP session, a briefing should be scheduled with the local union representatives describing how DTS functions and what the roles and responsibilities are for travelers, authorizing officials, and the Defense Travel Administrators (Lead, Transportation, Finance, etc) within DTS. Local union officials will validate that the administration and use of DTS does not change the fundamental terms of service for bargaining unit personnel. To date, neither the national or local unions have raised any objections. However, the local unions have the final say.

Version 4 of the DTS Labor Relations Guide can be found on the DTS website at [http://www.dtstravelcenter.dod.mil/secs/Document\\_Library.cfm](http://www.dtstravelcenter.dod.mil/secs/Document_Library.cfm). Please check the DTS website for periodic updates to this document.

## **5.4 CTO Discussions**

Time should be set-aside during the BP session to involve the CTO to discuss, in detail, how their office will be involved with the site's implementation of DTS. Having the CTO involved in the BP session will enable them to add value in the definition of local business rules and the possible restructuring of some of their business rules to support a

site's travelers using DTS. The CTO will gain valuable knowledge on DTS functionality, which will aid in their assistance of travelers when needed. CTO fees and responsibilities should also be discussed. It is advised that the CTO's local manager or lead agent be present since discussion and processes arising from the BP session and business rules discussion may prompt contractual discussions.

## **5.5 Deliverables**

There are two key deliverables from the completion of a successful Business Process session: the process flows and draft Local Business Rules.

### **5.5.1 Process Flows**

Process flows for "to be" travel processes are mapped out by the BP Lead or Site LDTA for use in the implementation of DTS. These "to be" process flows serve an integral part in developing the routing list worksheet, as contained in Appendix S and serve to visually depict the step savings often realized by using DTS for DoD travel.

### **5.5.2 Draft Business Rules**

A copy of the Local Draft Business Rules will be provided to the site's LDTA for further development and distribution internally. The site may use this document as they see fit, however they cannot dictate any local business rules that would contradict DoD travel policies and/or regulations or supersede any provisions established in their CTO contracts.

## **5.6 Life Cycle Performance Measurement (LCPM) Analysis**

LCPM is offered as a separately procured service available to the Services and Agencies upon request. LCPM is a cross functional analysis of the travel process to determine costs and savings of the current and reengineered travel processes. More information on LCPM is available in Appendix D.

## **6 POST SITE ACTIVITIES**

This section addresses the post-BP session activities performed by DTS BP leads following the completion of conducting the DTS BP session.

### **6.1 Travel Management Review of Draft Rules**

A copy of the draft business rules for a site will be provided to the PMO Travel Management Branch for review. The Service/Agency Representative will send the draft business rules to the PMO Travel Management Branch representative for review and feedback by email with a copy to the site's LDTA. Travel Management will ensure the rules are not in conflict with the current CTO contract for the site. Their review process will typically take about one working week and feedback will be filtered to the site through their Service/Agency representative. .

### **6.2 Step Savings Analysis**

The Services and Agencies efforts of reengineering under DTS result in quantifiable reductions in travel processing steps. Early indicators based on the DTS sites already implemented support an average of over 50% reduction in process steps from the existing

“as is” template to the future “to be” DTS CONOPS. In some cases travel process step reductions were higher than 80%. These are positive early indicators based on data gathered during BP sessions to-date. Each of the Services and Agencies BP session results have varied based on the existing organizations and the level of implementing and optimizing functionality within DTS under the DTS CONOPS.

### 6.2.1 Calculating Process Reductions

The measurement method for deriving process step savings is performed by analyzing the total number of steps contained in the “as is” travel process (travel order preparation) + (voucher preparation), subtracting the number of steps derived in the “to be” travel process (travel order preparation) + (voucher preparation) and dividing the difference by the original number of “as is” process/sub-process steps, resulting in the percentage of process steps reduction.

**Figure 2** is a generic example illustrating the reductions of process steps based on this method. These process step savings are not as detailed as the DTS LCPM analysis findings. The DTS LCPM is designed to capture the data used to formulate actual cost, manpower savings, and true cost benefits (ref. Section 5.7 Life Cycle Performance Measurement).

Service/Agency Organization	“as is” Process	“as is” Process Steps	“as is” Process Steps Combined	“to be” Process Steps Combined	Percentage Reduction Process Steps, Resources/Manpower.
Ft. Red White & Blue, Smallville, USA	Travel Order Preparation	22	35	10	71.4%
	Voucher	13			

**Figure 3. Example of Process Step Measurements**

## 7 BUSINESS PROCESS FIELD SUPPORT

Updates to the Services and Agencies BP session products (business rules, workflow, local rules guide) may be required periodically. DTS will undergo changes throughout its lifecycle. The DTS traveler and the DTS DTA will be provided updated training as new DTS functionality is released. Any updates or follow-on implementation efforts will be coordinated through the 0-6 Service/Agency Representative. For information regarding Help Desk procedures, operations, policy, and maintenance change management as part of the DTS user community, refer to the DTS website [www.defensetravel.osd.mil](http://www.defensetravel.osd.mil).

**Note:** BP Working Groups are held on a regular basis at Program Management Office Defense Travel System 241 18<sup>th</sup> Street Suite 100, Arlington, VA and may be attended by any DTS Services and Agencies representatives as requested. Contact your Service or Agency O-6 office for more information.

### 7.1 PMO DTS Assistance

The site may also request a Business Process Reengineering (BPR) analysis from the PMO-DTS via the **Optional Services Catalog** ([http://www.dtstravelcenter.dod.mil/secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/secs/FU_Main.cfm)). The BPR helps the site define their current workflow, identify opportunities for improvement, and establish the new DTS workflow



### Appendix A: Business Process Rules Matrix

Site Name: \_\_\_\_\_ Site Business Process Analysis POC: \_\_\_\_\_ Date: \_\_\_\_\_  
 Organization Name: \_\_\_\_\_ POC Phone Number: \_\_\_\_\_

The site POC should provide this worksheet to each subject matter expert (SME) as identified below. Each SME should fill in the appropriate information in each of the columns related to how local business processes are conducted. This information must be compiled for the business process analysis meeting scheduled during the first month of the DTS on-site fielding activities. The site POC should also provide SME's with a copy of the Defense Travel System Business Rules Guide to serve as a guide in completing the worksheet. To facilitate completion of the worksheet, both documents should be provided to SMEs electronically.

**Legend:** TO = Transportation Officer PER = Personnel Officer FSO = Financial Services Officer CTO = Commercial Travel Office

REF. NO.	SME	PROCESS FOR:	DESCRIBE HOW THIS IS DONE	IDENTIFY WHEN THIS IS DONE	IDENTIFY WHO IS RESPONSIBLE	COMMENTS
1	PER/CTO /TO	After Hours Short Notice or Verbal Orders of the Commanding Officer (VOCO)				
2	FSO	Blanket Orders				
3	TO/CTO	Bus Travel				
4	CTO/TO	Cancellation Penalties and Fees				
5	TO/CTO	Confirmation and cancellation numbers				
6	FSO	Coordination With Local Labor Relations Representatives				

REF. NO.	SME	PROCESS FOR:	DESCRIBE HOW THIS IS DONE	IDENTIFY WHEN THIS IS DONE	IDENTIFY WHO IS RESPONSIBLE	COMMENTS
7	CTO	CTO Emergency Procedures				
8	PER	Emergency Leave				
9	TO/CTO	Enroute Traveler Assistance				
10	FSO	Debt Management				
11	FSO	Excess Baggage				
12	TO/CTO	Foreign Flag Carriers				
13	PER	Formal Schools				
14	TO	General Flight Policies				
15	?	Government Lodging (i.e., billeting, government negotiated or contracted establishments)				
16	TO/CTO	Group Travel				
17	FSO/PER	House Hunting				
18	TO/CTO	Human Remains				
19	PER/TO	Invitational Travel Orders (ITO)				
20	FSO/PER	Leisure In Conjunction With Official Travel (LICWO) / Excess Travel Time				
21	CTO/TO	Low Cost Fares				
22	CTO/TO	Multiple Ticket Numbers				

REF. NO.	SME	PROCESS FOR:	DESCRIBE HOW THIS IS DONE	IDENTIFY WHEN THIS IS DONE	IDENTIFY WHO IS RESPONSIBLE	COMMENTS
23	PER	NATO Orders and Foreign Clearance Guide Requirements				
24	FSO	Non-appropriated Fund Non-Appropriated Fund Instrumentalities (NAFI) Personnel Travel				
25	FSO	Open Allotment Travel				
26	TO/PER	Patriot Express Permanent Change of Station (PCS) Travel	N/A at this time			
27	TO	Patriot Express Temporary Duty (TDY) Travel				
28	FSO/TO	Payment for Patriot Express				
29	FSO	Payment of CBA				
30	FSO	Payment for GTR				
31	FSO	Payment for IBA				
32	FSO	Payment for PCS Dependent Accompanied	N/A at this time			
33	FSO	Payment for PCS Dependent Unaccompanied	N/A at this time			
34	FSO	Payment for PCS Member	N/A at this time			
35	PER	Permanent Change of Station (PCS) to include Dependent Travel (Accompanied & Unaccompanied) and Medical Evacuation (MEDIVAC)	N/A at this time			
36	FSO	Permissive TDY				

REF. NO.	SME	PROCESS FOR:	DESCRIBE HOW THIS IS DONE	IDENTIFY WHEN THIS IS DONE	IDENTIFY WHO IS RESPONSIBLE	COMMENTS
37	TO/CTO	Premium and First Class Travel				
38	PER	Prisoner Transport				
39	CTO	Rail Travel				
40	FSO	Curtailed Travel				
41	CTO	Rental Vehicles				
43	FSO	Support for Government Contractors				
44	CTO	Surge in Travel				
45	CTO	Ticket Delivery				
46	CTO	Ticketing				
47	PER	Travel of Reserve Component Members				
48	FSO	Travelers without a Government Charge Card				
50	CTO/TO	Unused Tickets				
51		Other Requirement				
52		Other Requirement				
53		Other Requirement				
54		Other Requirement				

## Appendix B: Sample Travel Process

Below is an example of a current travel process before DTS implementation. The sample below shows only a travel order and voucher. In detail, please describe your organization's current travel process for travel order, voucher and local voucher. If your organization follows more than one travel process, depict each travel processes by activity/directorate. Each step in the process should include the type of form used, the role of the individual taking action and specific task.

### Travel Order Process

#### STEP A - Traveler:

- Receives instruction for travel from manager
- If OCONUS Travel
  - Country Clearance Process
  - Call Transportation Office for Patriot Express flight availability
- Contacts Commercial Travel Office (CTO) and makes arrangements
- CTO notifies when itinerary is available for viewing on the web.
- Prepares automated DD1610 (travel order) (TO) with destination, mode of transportation, estimated travel amounts, and dates (blocks 1-16)
- Submits automated TO for approvals based upon routing selected

#### STEP B - Approving Official:

- Verify entitlements
- Verify and note total travel expense
- Reviews document
- Signs Block 18 electronically based upon user ID
- Orders are then automatically routed to the appropriate Budget Analyst

#### STEP C - Budget Analyst:

- Electronically certifies funds availability and assigns the line of accounting (Block 19)

#### STEP D – Travel Office:

- Reviews TO for accuracy
- Assigns the travel order number (Block 22)
- Stamps Authorizing Official signature in Block 20
- Prints and holds approved orders for tickets and traveler.
- Automated process (WRAPS) commits, obligates, and expenses funds in accounting system

#### STEP E - CTO:

- Prints out a copy of approved TO, matches TO with travel arrangements by traveler.
- Sends tickets via courier to Travel Office.
- Travel is charged to Centrally Billed Account (CBA).

#### STEP F – Travel Office

- Receives tickets from CTO, matches with the approved orders.
- Notifies traveler to pick up tickets and orders.

- Distributes tickets and orders to traveler.

**STEP G - Traveler:**

- Traveler receives tickets, copy of orders, and proceeds on TDY.

## Travel Voucher Process

**STEP A - Traveler**

- Traveler forwards to approving official for signature
- Traveler prepares and signs travel settlement on DD1351-2 (Electronic version available)

**STEP B - Approving Official**

- Reviews voucher
- If voucher is approved, signs and returns to traveler
- If not approved, voucher is returned for adjustment and resubmission by traveler

**STEP C - Traveler**

- Settlement is faxed or mailed to DFAS-Rock Island
- DFAS-Rock Island processes settlement, computes amount due and issues payment to traveler's EFT account and/or government charge card account.
- Disbursement is posted to accounting system

## Local Voucher Process

**STEP A - Traveler**

- Travel performs local travel
- Traveler prepares and signs local travel settlement on SF1164.
- Traveler forwards SF1164 to Approving Official

**STEP B – Approving Official**

- Reviews voucher
- If voucher is approved, signs and forwards to Resource Management Office.
- If not approved, voucher is returned for adjustment and resubmission by traveler

**STEP C – Resource Management Office**

- Reviews voucher
- Applies fund cite to voucher and certifies fund availability
- Send voucher to DFAS-Rock Island

**STEP D – DFAS**

- DFAS-Rock Island processes settlement, computes amount due and issues payment to traveler's EFT account and/or government charge card account.

Disbursement is posted to accounting system.

## Appendix C: Sample Business Process Session Agenda



### SAMPLE AGENDA

### BUSINESS PROCESS SESSIONS

Fort Anywhere, USA

FOR OFFICIAL USE ONLY

**5-9 JAN**

**PURPOSE OF VISIT:** Conduct Business Process Session, Develop Business Rules

#### Monday, 5 January

Business Process overview and Review of Business Rules.

<b>0800 –0815</b>	<b>Intro and Purpose</b>	Facilitator
<b>0815-0915</b>	<b>Demo of DTS (optional)</b>	Facilitator/Analyst
<b>0915-0930</b>	Break	
<b>0930-1030</b>	Review DOD and Service/Agency Business Rules	Facilitator
<b>1030-1045</b>	Break	
<b>1045-1200</b>	Continue Business Rules Review	Facilitator
<b>1200-1300</b>	<b>Lunch</b>	
<b>1300-1400</b>	Continue Business Rules Review	Facilitator
<b>1400-1415</b>	Break	
<b>1415-1600</b>	Continue Business Rules Review and Appendix S Overview	Facilitator

#### Tuesday, 6 January

Individual Business Process Sessions

<b>0800-1000</b>	Org #1 Review 'as is' process/develop 'to be' process	Facilitator/Analyst
<b>1000 –1200</b>	Org #2 Review 'as is' process/develop 'to be' process	Facilitator/Analyst
<b>1200-1300</b>	<b>Lunch</b>	<b>All</b>
<b>1300-1500</b>	Org #3 Review 'as is' process/develop 'to be' process	Facilitator/Analyst
<b>1500-1700</b>	Org #4 Review 'as is' process/develop 'to be' process	Facilitator/Analyst

**Wednesday, 7 January****Individual Business Process Sessions**

<b>0800-1000</b>	Org #5 Review 'as is' process/develop 'to be' process	Facilitator/Analyst
<b>1000 –1200</b>	Org #6 Review 'as is' process/develop 'to be' process	Facilitator/Analyst
<b>1200-1300</b>	<b>Lunch</b>	<b>All</b>
<b>1300-1500</b>	Org #7 Review 'as is' process/develop 'to be' process	Facilitator/Analyst
<b>1500-1700</b>	Org #8 Review 'as is' process/develop 'to be' process	Facilitator/Analyst

**Thursday, 8 January****Individual Business Process Sessions**

<b>0800-1000</b>	Org #9 Review 'as is' process/develop 'to be' process	Facilitator/Analyst
<b>1000 –1200</b>	Org #10 Review 'as is' process/develop 'to be' process	Facilitator/Analyst
<b>1200-1300</b>	<b>Lunch</b>	<b>All</b>
<b>1300-1500</b>	Org #11 Review 'as is' process/develop 'to be' process	Facilitator/Analyst
<b>1500-1700</b>	Org #12 Review 'as is' process/develop 'to be' process	Facilitator/Analyst

**Friday, 9 January****Individual Business Process Sessions**

<b>0800-1000</b>	Org #13 Review 'as is' process/develop 'to be' process	Facilitator/Analyst
<b>1000 –1200</b>	Org #14 Review 'as is' process/develop 'to be' process	Facilitator/Analyst
<b>1200-1300</b>	<b>Lunch</b>	<b>All</b>
<b>1300-1500</b>	Org #15 Review 'as is' process/develop 'to be' process	Facilitator/Analyst
<b>1500-1700</b>	Org #16 Review 'as is' process/develop 'to be' process	Facilitator/Analyst

**TELEPHONE NUMBERS:**

Service/Agency Representative: John Smith	Cell: 555.555.1234
BP Facilitator: Bob Smith	Cell: 555.555.2345
BP Modeler: Bill Smith	Cell: 555.555.3456

All LDTA's, ODTA's and POC's should attend the first day. This should be an all day event. There will be a demonstration of DTS (recommended) and the Department of Defense and Service/Agency business rules should be reviewed. During this session, participants will begin to develop their own business rules. The business rules guide the way Travel will be conducted on post/base and in your organization with DTS.



Participants should read the DOD and/or Service/Agency-level business rules prior to this session, and be prepared to discuss the below topics.

### **Entitlements, Policies & Procedures**

After Hours Assistance  
Excess Baggage  
Foreign Flag Carrier  
Human Remains-escort/attendant  
Permissive TDY  
Reimbursable Orders

Blanket Travel Orders  
Foreign Clearances  
House Hunting  
Invitational Travel Orders  
Premium & 1<sup>st</sup> Class Travel  
Verbal Orders

### **Types of Travel Arrangements**

Formal Schools  
  
Patriot Express – TDY & PCS  
  
Prisoner Transport  
  
Bus Travel  
  
Group Travel  
  
Non-appropriated Fund Travel  
  
Confirmation & Cancellation Nos.  
  
En-route Traveler Assistance  
  
Leisure in Conjunction w/Official Travel

Government Lodging  
  
Reserve Travel  
  
Rail Travel  
  
Rental Car  
  
MEDIVAC  
  
Cancellation & Penalty Fees  
  
Ticket Issuance & Delivery  
  
Unused Tickets

### **Financial Processes**

Accounting & Disbursing System  
  
DEBT Management

Payment Processes for GTR,  
  
IBA, & CBA

Open Allotment Travel

Certifying Officer

Lines of Accounting (LOA)

Travelers w/o Government CC

(format &amp; manual upload)

**Site Specific Unique Requirements**

General Flight Policy

Low Cost Fares

Mil Pay Reports

Permission Levels

## Appendix D: Life Cycle Performance Measurement (LCPM)

This section will provide a background understanding of the Life Cycle Performance Measurement and how it relates to DTS. The LCPM is offered as a separately procured service available to Services and Agencies upon request. The **Optional Services Catalog** can be found at [http://www.dtstravelcenter.dod.mil/Secs/FU\\_Main.cfm](http://www.dtstravelcenter.dod.mil/Secs/FU_Main.cfm)

The LCPM is offered as a separately procured service available to Services and Agencies upon request.

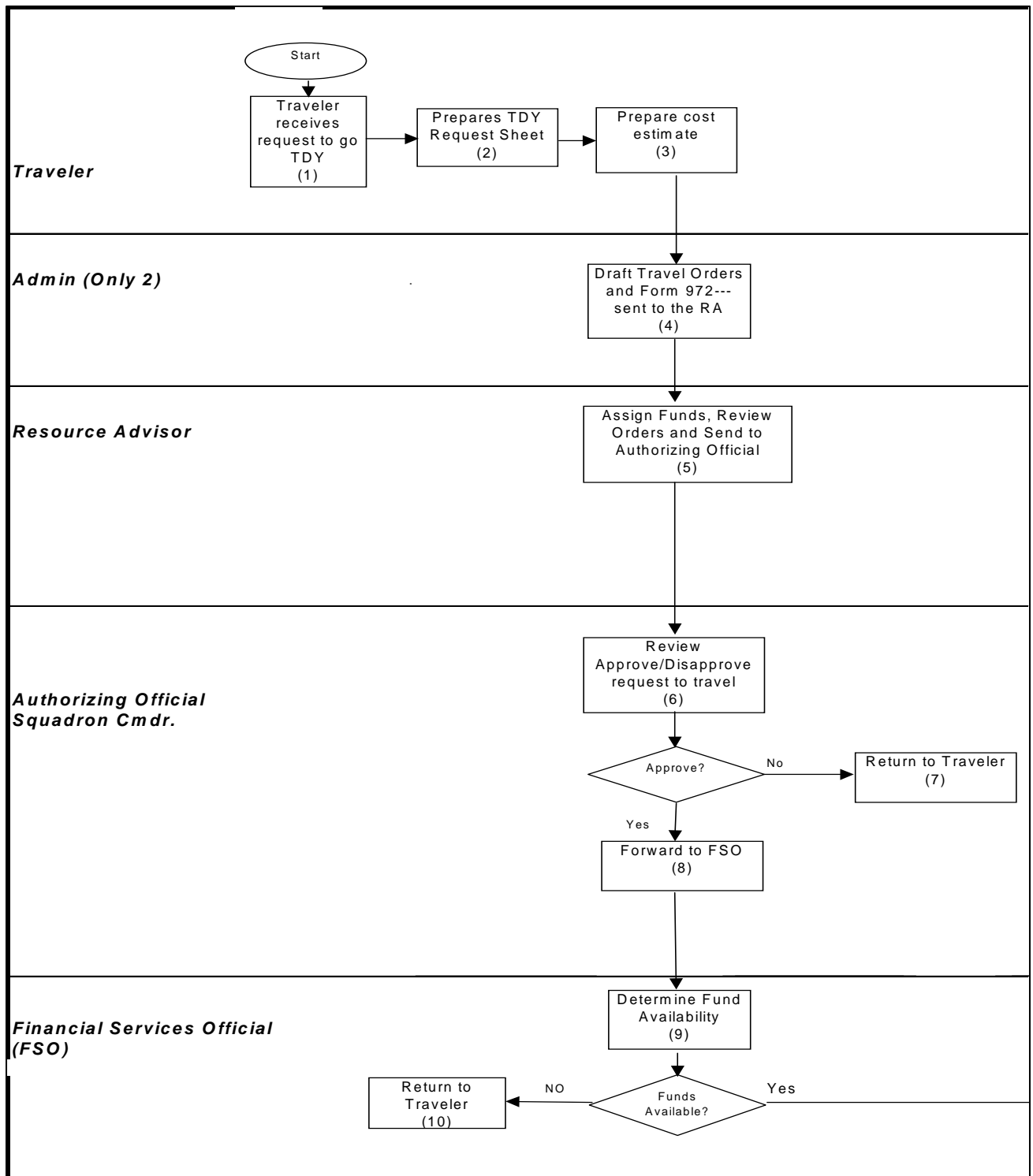
The DoD initiated a study in 1994 to reengineer the administration of its temporary duty (TDY) travel. The task force formed to conduct the initial analysis found:

- Existing business rules did not focus on mission performance
- Travel practices were outmoded
- The travel system was not integrated – that is, it is not a system at all

As a result of this study, the Program Management Office–Defense Travel System (PMO-DTS) was created to oversee the effort to obtain integrated business travel TDY services from the commercial sectors for all active components.

As stated in the Government Performance and Results Act (GPRA) of 1993 and the Information Technology Management Reform Act of 1996, also known as the Clinger-Cohen Act, a continual performance measurement of a new system during the implementation phase of its lifecycle constitutes sound resource management and provides senior management with performance results. To ensure compliance with GPRA and the Clinger-Cohen Act, the PMO-DTS conducted a LCPM surveys to measure DTS performance in terms of benefits and cost stratified against specific performance matrices.

A LCPM diagram representing the cross-functional relationships with respect to current day travel processing is shown in Figure 6 below. The LCPM is an activity that was included as part of the DTS BP pilot site efforts. Copies of DTS travel process narratives were received by LCPM team members prior to the BP sessions and used for initial LCPM analysis. The LCPM team used this information to conduct a “*cross-functional*” analysis during the BP session. LCPM follow-up activities include feedback received by the Services and Agencies in the format of LCPM survey questionnaires seen in Figure 7.

**Figure 4. Cross Functional Analysis**

### LCPM Questionnaires

The LCPM involves distribution of survey questionnaires with the appropriate personnel at each site following the BP session. These responses will be based on the “as is” process. In addition, following DTS implementation, LCPM team members return to implemented DTS locations 6-9 months following the DTS deployment to gather follow-up survey responses based on the “to be” DTS model. The data gathered will be placed into the format referenced below in Figure 7 Sample Traveler Response. Responses will be taken from supervisory, approval, budget, and review processes from all participants involved in the travel and travel administration process. This data allows the LCPM team members to apply specific costing measurements against specific travel process activities associated with each functional travel process participant across the entire DoD Services and Agencies travel processing cycle. The LCPM is not currently a standard component in phase II and phase III DTS implementation planning. LCPM services are available upon request, please contact PMO-DTS or your 0-6 Service/Agency Representative for more information.

<b>Functional</b>	<b>Grade/Rank</b>	<b>How much time, per travel request is spent making arrangements/reservations?</b>	<b>On an average how much time spent preparing travel worksheet</b>	<b>How long does it take to pick up travel itinerary and receive form 1610 from Travel Clerk</b>
Traveler	O-1	1-15 minutes	31-60 minutes	16-30 minutes
Traveler	O-2	16-30 minutes	1-2 hrs.	31-60 minutes
Traveler	O-3	1-15 minutes	31-60 minutes	16-30 minutes
Traveler	O-4	31-60 minutes	31-60 minutes	31-60 minutes
Traveler	O-5	1-2 hrs.	16-30 minutes	1-2 hrs.
Traveler	GS-07	16-30 minutes	16-30 minutes	16-30 minutes
Traveler	GS-08	1-15 minutes	31-60 minutes	31-60 minutes
Traveler	GS-09	31-60 minutes	16-30 minutes	16-30 minutes
Traveler	GS-10	1-15 minutes	31-60 minutes	16-30 minutes
Traveler	GS-11	31-60 minutes	16-30 minutes	31-60 minutes
Traveler	GS-12	16-30 minutes	31-60 minutes	16-30 minutes
Traveler	GS-13	1-15 minutes	16-30 minutes	1-2 hrs.
Traveler	GS-14	16-30 minutes	16-30 minutes	31-60 minutes
Traveler	GS-15	1-15 minutes	1-15 minutes	31-60 minutes
Traveler	E-5	31-60 minutes	1-15 minutes	1-15 minutes
Traveler	E-6	1-15 minutes	31-60 minutes	1-2 hrs.
Traveler	E-7	31-60 minutes	1-15 minutes	31-60 minutes

<b>Functional</b>	<b>Grade/Rank</b>	<b>How much time, per travel request is spent making arrangements/reservations?</b>	<b>On an average how much time spent preparing travel worksheet</b>	<b>How long does it take to pick up travel itinerary and receive form 1610 from Travel Clerk</b>
Traveler	E-8	31-60 minutes.	31-60 minutes	31-60 minutes.
Traveler	E-9	31-60 minutes	31-60 minutes.	31-60 minutes

**Figure 5. Sample Survey Responses**

## Outlined LCPM Process

- A. Prepare “*Read Ahead*” letter.
- B. Capture “as is” process
  - Participate in BP session
  - Identify process owners (i.e., traveler, approving official, requesting official, etc.)
  - Capture process owners functions
- C. Develop LCPM survey
  - Validate LCPM “*cross-functional*” process flow
  - Make recommended corrections
- D. Manage LCPM survey database online
- E. Oversee daily activities within the LCPM survey database
- F. Collect and analyze data
  - Export data to an Excel spreadsheet
  - Analyze data
- G. Conduct post-DTS “*Implementation*” study
  - Participate in BP session
  - Identify new process owners
- H. Develop post-DTS LCPM survey
  - Validate LCPM “linear” process flow
- I. Manage database online
- J. Collect and analyze data

The LCPM is offered as a separately procured service available to Services and Agencies upon request.